



## A Review of the EIP Assessment Study

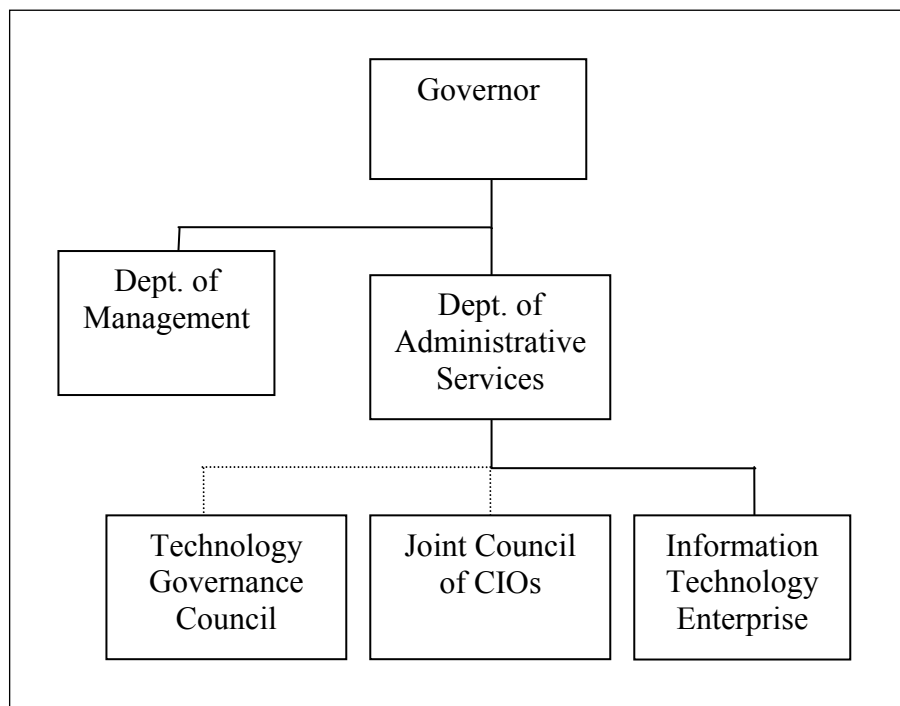
January 24, 2005

*The Enterprise Infrastructure and Personnel (EIP) Assessment studied the potential for consolidating state government's information technology (IT) resources. The idea for the study came from the Program Elimination Commission, and was legislated by the Eightieth General Assembly with an appropriation of \$488,000. The study goals were to find ways to centralize and maximize the value of Iowa's statewide investment in information technology (IT) and to position Iowa's IT resources for the future. The study identified areas where duplication now exists, estimated costs of consolidation, and analyzed the likely effect of changes on stakeholders.*

1. **Which state government entities were included?** Agencies and departments from all three branches of Iowa state government were invited to participate. Only the Executive branch elected to do so. Exceptions include the Iowa Lottery, the Board of Regents and Regents institutions.
2. **What information was collected?** Participating agencies submitted descriptions of their IT hardware, software and personnel. Anecdotal information generated during assessment interviews with more than 250 stakeholders was also compiled.
3. **How was the information analyzed?** Coeur Business Group, an independent consultant, was retained following a Request for Proposals (RFP) process. Coeur Group submitted its report on time and has been paid a total of \$364,900 for the work.
4. **How were the report recommendations formulated?** The legislative mandate requested that the study investigate at least one model implementing a full consolidation. Two additional models representing different levels of consolidation were also developed. Coeur recommended the Service Provider model, which suggests consolidating many IT management functions and allocating some department-based resources to focus on mission-critical department activity.
5. **How has the Service Provider model evolved?** Coeur noted that successful implementation would require strong governance and architectural standards, as well as a clear approach to financing and performance measurement.

CIOs and department directors have contributed to the development of a governance proposal that recommends dissolving one existing IT governance body (the Information Technology Council) and forming two new ones. A Joint Council of Chief Information Officers (JCIO) would recommend a road map to improve service levels, improve continuity of operations, and maximize the value of IT investments. The JCIO would be balanced by a Technology Governance Council (TGC) charged to represent the enterprise business viewpoint and required to ratify many JCIO decisions. Liability for both groups would rest with DAS. Performance would be measured for the TGC through its Annual Report, and JCIO performance would be based on implemented utilities and performance standards. The CIO Council will continue as an information-sharing advisory body.

Proposed Organizational Structure



6. **How would the proposed Technology Governance Council (TGC) be structured?** TGC would reside with other DAS “steering” functions. It would be comprised of a DOM representative, three representatives of large agencies, two representatives of medium agencies, one representative from a small agency, and two appointed public members. The TGC would be responsible for ratifying technology initiatives, approving standards for DAS to implement, approving “best practices” to implement, and ratifying technology utility services. The TGC would approve expenditures valued at \$50,000 or 750 hours. It would also produce an annual report detailing spending and initiatives in development.

7. **How would the proposed Joint Chief Information Officers role be structured?** The JCIO function would also reside with other DAS “steering” functions. The DAS-ITE CIO would serve as permanent chair. Other members would include the CIOs of DHS, DOT, IWD, DNR and DOR. The DAS Chief Information Security Officer would serve as a non-voting member. The JCIOs would develop technology initiatives and recommend best practices and standards for implementation. They would recommend IT utility services and review the technology budgets of participating agencies. They would form and staff an enterprise portfolio and project management team and an enterprise architecture team. The JCIO would recommend spending proposals of \$50,000 or 750 hours before an RFP is issued.
8. **How would the new model be financed?** DAS-ITE would establish a monthly utility rate for which customers would be billed. Departments would budget for their IT needs and use service level agreements to contract with the DAS-ITE
9. **Within Iowa state government, what has the reaction been to the study and continued planning efforts?** Most stakeholders believe a change of this type will promote more effective IT standards and performance measures. As in any major transition, a few have expressed significant reservations. Union members have also had specific, structured opportunities to provide input throughout the study period.
10. **What steps are underway to facilitate plan implementation?** Following the Governor’s request to receive an implementation plan in January 2005, nine committees were chartered to address major program areas defined in the report. Topic assignments include:
  - Technology Governance Board
  - Enterprise Architecture
  - Funding Methods
  - Procurement and Sourcing
  - Infrastructure Consolidation
  - Data Center Consolidation
  - Desktop Management
  - Enterprise Application Management
  - Change Management

A report detailing implementation recommendations is complete.